



Scope of Work
Strategic Modelling – Aged Care Options



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1. Overview

Centre for Participation (CfP) is seeking proposals from suitably experienced consultants to undertake independent strategic modelling and analysis to support Board decision-making regarding CfP's future aged care pathway post-CHSP from 1 July 2027.

This Scope of Work responds to a Board action directing the CEO to prepare a scoping paper for three strategic pathways: exit from aged care, continuation as a non-clinical provider under Support at Home, and partnership or merger. This includes a proposed scope of work and indicative budget (up to \$75,000) for Board consideration and final approval prior to engagement.

The purpose of this engagement is to provide robust, independent analysis of these pathways to inform future strategic decisions.

2. Organisational Context

Centre for Participation is a regional not-for-profit organisation delivering aged care (CHSP), disability, youth, CALD, community participation and social enterprise programs. CfP is currently progressing NDIS registration and preparing for the national transition from CHSP to Support at Home from 2027.

The organisation operates in a complex regional environment characterised by workforce constraints, funding volatility and increasing regulatory expectations.

3. Strategic Pathways to Be Analysed

Consultants are asked to model and assess the following three strategic pathways. These pathways have been confirmed by the Board and are not subject to change within this engagement.

The definitions below are provided to anchor modelling assumptions and support consistent comparison. Consultants may identify and articulate additional assumptions as required.

Exit from Aged Care Post-2027

CfP ceases delivery of aged care services following the conclusion of CHSP and does not participate in Support at Home.

Analysis should consider:

- Financial implications of aged care revenue cessation
- Impact on organisational overheads and sustainability
- Workforce transition implications
- Consequential impacts on related programs, including NDIS and social enterprise activities

Continuation as a Non-Clinical Provider under Support at Home

CfP continues delivery of non-clinical aged care services under the Support at Home model.

Analysis should assume:

- No expansion into clinical service delivery
- Continuation of CfP's existing service profile unless otherwise tested
- Compliance, operational and workforce implications arising from the Support at Home transition

Partnership or Merger with Another Provider

CfP explores formal structural collaboration with another provider, which may include strategic partnership, shared services arrangements or full organisational merger.

Analysis should assess:

- Governance and structural implications
- Financial synergies and risks
- Workforce impacts
- Transitional complexity and execution considerations

4. Scope of Services

Financial Modelling

- Establish baseline financial position
- Model medium-term sustainability
- Undertake sensitivity analysis including pricing, service volume and workforce assumptions
- Identify financial risks and exposure

Service Implications

- Assess impact on existing aged care services
- Consider interaction with NDIS and other CfP programs
- Identify implications for social enterprises and community services

Workforce and Organisational Impact

- Assess workforce requirements and feasibility
- Identify leadership, systems and capability implications
- Analyse delivery complexity and execution risk

Governance and Risk Assessment

- Identify regulatory and governance requirements
- Assess risk profile relative to CfP's enterprise risks
- Consider implications for organisational oversight and accountability

Strategic Considerations

- Assess alignment with CfP's purpose and mission
- Evaluate impact on organisational sustainability and focus
- Identify strategic advantages and constraints associated with each pathway

5. Deliverables

- Comparative analysis of the three strategic pathways
- Clear articulation of assumptions and limitations
- Practical insights to support Board deliberation
- A concise written report suitable for Board consideration
- Presentation to the Board if required (subject to confirmation)

6. Budget

The indicative budget for this engagement is up to \$75,000 (exclusive of GST).

Proposals must clearly outline:

- Total cost
- Breakdown by phase or activity
- Any optional components

No engagement will proceed without formal Board approval.

7. Timeframes

- Scope issued: 26 February 2026
- Proposals due: Tuesday 31 March 2026
- Shortlisting or clarification if required: early April 2026
- Board consideration of preferred consultant: late April 2026

8. Proposal Requirements

- Understanding of the brief
- Proposed methodology and approach
- Project team and relevant experience
- Deliverables and timeframe
- Cost breakdown
- Relevant experience in aged care reform, financial modelling and not-for-profit strategy
- Key assumptions or dependencies

9. Evaluation Criteria

- Demonstrated understanding of aged care reform and not-for-profit environments
- Quality and robustness of proposed methodology
- Relevant experience of the proposed team

- Value for money
- Ability to deliver within required timeframe
- Independence and governance suitability

10. Governance

This engagement is subject to Centre for Participation's governance and procurement processes.

No work will commence without formal Board approval of both scope and provider.

11. Proposal Submission

Consultants are invited to submit a proposal addressing the scope outlined in this document.

Proposals should include:

- A brief overview of the consultancy and relevant experience
- Proposed methodology and approach to the work
- Project team and roles
- Timeline for delivery
- Detailed fee proposal (inclusive of GST)
- Examples of similar projects undertaken

Submission deadline:

Tuesday 31 March 2026

Proposals should be submitted electronically to: ceo@centreforparticipation.org.au

For enquiries regarding this Scope of Work, please contact:

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